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ABSTRACT

Twenty western and northern districts, 10 larger and 10 smaller than Seattle, were surveyed to determine the degree of responsibility of the Personnel Departments in selected functions in the following areas: (1) Certificated Staff, (2) Classified Staff, (3) Records and Payroll, (4) Salary Administration, and (5) Negotiations. Information was also sought regarding the position of the top personnel administrator and the major personnel problems as perceived by him. The major findings were: (1) the Personnel Departments of the majority of the districts are responsible for the personnel functions of the Certificated and Classified staffs and the Salary Administration; (2) the Payroll processing function is usually the responsibility of the Business Department; (3) negotiations are a separate function but receive input from the Personnel Department; (4) the overall personnel responsibility usually rests with an Assistant Superintendent reporting to the Superintendent or his Deputy; (5) the Assistant Superintendent for Personnel has ultimate responsibility for the Certificated and Classified staff whether they are administered as a unit or a separate division; (6) in districts with separate geographical administrative units, as in districts with a single unit, the personnel function is centralized; (7) staff development is most frequently the responsibility of the Curriculum/Instruction Division or Personnel; and (8) the major problems are in the area of personnel placement. These are complicated by the need for staff reductions, affirmative action and desegregation. (Author)

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**SURVEY OF SELECTED
PERSONNEL FUNCTIONS**

MAY, 1975

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EDUCATION

**PERSONNEL DEPARTMENT
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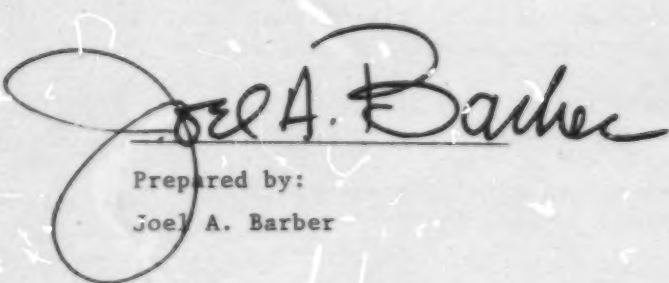
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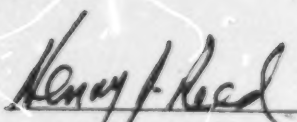
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SURVEY OF SELECTED PERSONNEL FUNCTIONS

May, 1975

PERSONNEL DEPARTMENT
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ABSTRACT

Twenty western and northern districts, ten larger and ten smaller than Seattle, were surveyed to determine the degree of responsibility of the Personnel Departments in selected functions in the following areas:

1. Certificated staff
2. Classified staff
3. Records and Payroll
4. Salary Administration
5. Negotiations

Information was also sought regarding the position of the top personnel administrator and the major personnel problems as perceived by him.

The major findings were:

1. The Personnel Departments of the majority of the districts are responsible for the personnel functions of the Certificated and Classified staffs and the Salary Administration.
2. The Payroll processing function is usually the responsibility of the Business Department.
3. Negotiations are a separate function but receive input from the Personnel Department.
4. The overall personnel responsibility usually rests with an Assistant Superintendent reporting to the Superintendent or his Deputy.
5. The Assistant Superintendent for Personnel has ultimate responsibility for the Certificated and Classified staff whether they are administered as a unit or a separate division.
6. In districts with separate geographical administrative units, as in districts with a single unit, the personnel function is centralized.
7. Staff Development is most frequently the responsibility of the Curriculum/Instruction Division or Personnel.
8. The major problems are in the area of personnel placement. These are complicated by the need for staff reductions, affirmative action and desegregation.

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INTRODUCTION

During the 1975-76 school year a major goal of the Personnel Department is to develop a management and organizational system that will increase the department's efficiency and quality of services.

To assist in decision-making regarding possible changes and obtain more knowledge about the organization and functions of the Personnel Departments of similar school districts, this survey was undertaken. The purpose of the survey was to determine what personnel-related functions were major responsibilities of the surveyed Personnel Departments. The functions were related to the following basic areas:

1. Certificated staff
2. Classified employees
3. Records and Payroll
4. Salary Administration
5. Negotiations

Other information was also gathered regarding student populations, staff development, title of the administrator in charge of personnel; his salary and his immediate supervisor. Also included in the report is a listing of the ten most critical problems facing district Personnel Departments as identified by the personnel administrator.

The remainder of this report describes the procedures used to collect data, presents the data obtained, and finally summarizes the findings.

PROCEDURES

Population

The population of the study was limited to the Personnel Departments of twenty northern and western cities of approximately the same size as Seattle. Ten of the districts are larger than Seattle, ten are smaller. Table 1 lists the cities surveyed in rank order by student population rounded to the nearest thousand.

TABLE 1
CITIES INCLUDED IN STUDY BY RANK ORDER OF STUDENT POPULATION

<u>Name of City</u>	<u>Approximate No. of Students</u>
1. Cleveland, Ohio	130,000
2. Baltimore, Maryland	126,000
3. San Diego, California	123,000
4. Milwaukee, Wisconsin	118,000
5. Indianapolis, Indiana	86,000
6. Albuquerque, New Mexico	80,000
7. Denver, Colorado	78,000
8. Los Vegas, Nevada	77,000
9. San Francisco, California	73,000
10. Cincinnati, Ohio	69,000
11. Portland, Oregon	64,000
12. Tucson, Arizona	63,000
13. Minneapolis, Minnesota	60,000
14. Long Beach, California	59,000
15. Buffalo, New York	58,000
16. Omaha, Nebraska	58,000
17. Kansas City, Missouri	56,000
18. Oakland, California	55,000
19. Fresno, California	54,000
20. Wichita, Kansas	53,000

Method of Data Collection

During the month of March, 1975, a representative of the Personnel Department of the Seattle Public Schools conducted a telephone survey of the Personnel Departments of school districts shown in Table 1. The respondents were the heads of the Personnel Departments or their immediate representative.

Description of Survey Form

The data collection form (Appendix, page 9) contained two separate categories of questions. They were:

1. Information Statements

Student populations, number of Certificated staff, title of person responsible for personnel function.

2. Identification of Major Personnel Functions in Selected Areas

Certificated staff, Salary Administration, Negotiations. These questions were limited to a "yes" or "no" response with the exception of a few "Not applicable" responses from which the function is not performed anywhere in the district.

Because the responses were forced into yes or no categories for statistical purposes, caution must be exercised in literal acceptance of the results. This is particularly true in unit functions which are shared with other departments or where the Personnel Department acts in an advisory or supportive capacity (affirmative action, negotiations, placement).

PRESENTATION AND DISCUSSION OF DATA

Table 2 shows the composite results of the survey. The results are indicated by raw numbers and percentages.

Although many interesting facts can be drawn from Table 2, only the most significant findings are reported in this document. It would be possible to use the data in many ways but the primary purpose of the study was to obtain an overview of the degree of involvement of Personnel Departments in selected specific functions, the areas of most concern to Personnel Departments and information regarding the chief personnel administrator.

Findings Related to the Degree of Responsibility of Surveyed Personnel Departments for the Functions in Five Specified Areas

1. Certificated Staff

The Personnel Departments are responsible for the majority of the indicated functions as they related to Certificated Staff.

Affirmative action is the major responsibility of the Personnel Departments in 85% of the surveyed districts. An independent department is responsible in 10% of the surveyed departments. One district (5%) has not yet assigned responsibility for an Affirmative Action Program.

All of the surveyed Personnel Departments have the major responsibility for recruitment, interviewing, application processing and the maintenance of personnel files. While the majority of the Personnel Departments in the surveyed districts have the responsibility for the listed functions, there are some exceptions.

Counseling regarding modification of assignment, management of the promotional process and placement are responsibilities of user (usually line) departments only in 10% of the districts. In virtually every district, the Personnel Department consults with and receives input from the user before acting on their functions.

2. Classified Staff

The position of responsibility for the listed personnel functions for the Classified staff are similar to the Certificated.

Although slightly over half of the districts have separate Classified divisions, the overall responsibility rests with an administrator in charge of both divisions.

Several of the districts in the survey select their Classified staff from a list of applicants which have been received and ranked by the Civil Service Commission.

TABLE 2

**DEGREE OF RESPONSIBILITY IN SELECTED FUNCTIONS
OF SURVEYED PERSONNEL DEPARTMENTS**

	<u>YES</u>	<u>%</u>	<u>NO</u>	<u>%</u>	<u>N.A.*</u>	<u>%</u>
<u>CERTIFICATED</u>						
Recruitment	20	100	—	—	—	—
Interviewing	20	100	—	—	—	—
Application processing	20	100	—	—	—	—
Affirmative action	17	85	2	10	1	5
Counseling re: remedification of assignment	18	90	2	10	—	—
Management of promotional process	17	85	3	15	—	—
Placement	18	90	2	10	—	—
Substitute Services	19	95	1	5	—	—
Personnel files	20	100	—	—	—	—
Monitoring of Certification	19	95	1	5	—	—
<u>CLASSIFIED</u>						
Recruitment	20	100	—	—	—	—
Interviewing	20	100	—	—	—	—
Application processing	20	100	—	—	—	—
Affirmative action	17	85	2	10	1	5
Counseling remedification of assignment	20	100	—	—	—	—
Management of promotional process	18	90	2	10	—	—
Placement	19	95	1	5	—	—
Substitute Services	17	85	3	15	—	—
Personnel files	20	100	—	—	—	—
Personnel evaluation processing	19	95	1	5	—	—
<u>RECORDS AND PAYROLL</u>						
Data Base Processing & Input to computer	19	95	—	—	1	5
Personnel Data reporting & statistics	18	90	1	5	1	5
Salary computation in terms of payroll	14	70	5	25	1	5
Payroll processing	1	5	19	95	—	—
Payroll maintenance	1	5	19	95	—	—
Computation of Employee Benefits	5	25	15	75	—	—
	<u>YES</u>	<u>%</u>	<u>NO</u>	<u>%</u>	<u>N.A.*</u>	<u>%</u>
<u>SALARY ADMINISTRATION</u>						
Salary assignment	20	100	—	—	—	—
Job analysis & evaluation	19	95	1	5	—	—
Professional preparation recording	20	100	—	—	—	—
Contract administration	17	85	1	5	2	10
Class code maintenance	17	85	2	10	1	5
Salary survey data	15	75	5	25	—	—
<u>NEGOTIATIONS</u>	6	30	13	65	1	5

3. Records and Payroll

All districts surveyed except one have a computer division. These districts collect data for input to the computer. The personnel data reporting and statistics are handled by the Personnel Department in 90% of the surveyed districts.

In 70% of the districts, salary computation is the responsibility of the Personnel Department. In 25%, it is done by another department - usually the Payroll division of the Finance or Business Department.

The basic Payroll function including processing and maintenance is usually a function of the Payroll division of the Finance and/or Business Department.

4. Salary Administration

Salary assignments (100%), job analysis/evaluation (95%), professional preparation recording (100%), contract administration (85%) and class code maintenance are the responsibility of the majority of the Personnel Departments.

While the collection of salary survey data is a major responsibility of most Personnel Departments (75%), the research department assumes this function in 25% of the districts.

5. Negotiations

The Personnel Department has the primary responsibility for negotiations in 40% of the districts surveyed.

Negotiations is the area with the greatest variation of responsibility. Some districts have a negotiating team composed of the directors of several departments and reporting directly to the Board. In most districts, negotiations are the responsibility of an independent Employee Relation department which reports directly to the Superintendent. In several districts, employee relations is a division of the Personnel Department. One district has contracted with an outside attorney to direct negotiations.

In all the surveyed districts, the Personnel Department provides data to the negotiating team.

These findings show that the Personnel Departments are usually responsible for the listed Certificated and Classified personnel functions. Payroll is most often a function of the Finance or Business Department. Salary Administration is basically a function of the Personnel Department. While the responsibility for negotiation varies greatly from district to district, the Personnel Department provides input in every district surveyed.

Findings Related to the Administrator with the Ultimate Responsibility for Personnel Administration

Title:

Associate or Deputy Superintendent	25%
Assistant Superintendent	45%
Director	30%

Immediate Supervisor:

Superintendent	45%
Associate or Deputy Superintendent	45%
Assistant Superintendent	10%

Average Maximum Salary:

\$31,516

The top personnel administrator holds the rank of Assistant, Associate or Deputy Superintendent in the majority of the districts (70%). This may be interpreted that the head of personnel is considered a key position. This assumption is also indicated by the fact the head of personnel reports directly to the Superintendent in nearly half of the districts (45%).

Findings Regarding the Areas of Most Concern to Personnel Departments

Most Frequently
Mentioned Problem
Areas

Staff Reduction
Affirmative Action
Negotiations
Desegregation
Adequate budget to meet staffing needs
Staff transfer

Occasionally
Mentioned Problem
Areas

Intra-departmental organization and communication
Availability of accurate and timely data processing service
Obtaining applicants for positions requiring specialized training
Relationship of Personnel Department to other departments

Most of the above "problem" areas are related directly to staffing. The major concern seemed to be how to find, select, hire, fire and transfer staff to meet the needs of the district within the constraints placed upon the Personnel Department by outside forces.

Findings Related to Responsibility for In-Service Training

Staff development (in-service training) is most frequently the responsibility of either the Curriculum and Instruction Division (40%) or Personnel (35%). In a few districts it is an independent department (15%) or a function of line responsibility (10%).

CONCLUSIONS

The following basic conclusions were drawn from the data presented above:

1. The Personnel Departments of the majority of the districts are responsible for the personnel functions of the Certificated and Classified staffs and Salary Administration.
2. The Payroll processing function is usually the responsibility of the Business Department.
3. Negotiations are a separate function but receive input from the Personnel Department.
4. The overall personnel responsibility usually rests with an Assistant Superintendent reporting to the Superintendent or his Deputy.
5. The Assistant Superintendent for Personnel has ultimate responsibility for the Certificated and Classified staff whether they are administered as a unit or a separate division.
6. In districts with separate geographical administrative units, as in districts with a single unit, the personnel function is centralized.
7. Staff Development was most frequently the responsibility of the Curriculum/Instruction Division or Personnel.
8. The major problems are in the area of personnel placement. These are complicated by the need for staff reductions, affirmative action and desegregation.

SURVEY OF PERSONNEL DEPARTMENT'S

DISTRICT _____ RESPONDENT _____

STUDENT POPULATION _____ NUMBER OF CERTIFICATED _____ NUMBER OF CLASSIFIED _____

TITLE OF PERSON RESPONSIBLE _____ SALARY _____

REPORTS TO: _____ (Immediate Supervisor)

The Personnel Department or Division is responsible for: (If you have the major responsibility in any of these activities, the answer should be YES.)

	<u>YES</u>	<u>NO</u>	<u>N.A.</u> (Not Applicable)
<u>CERTIFICATED</u>			
Recruitment	---	---	---
Interviewing	---	---	---
Application processing	---	---	---
Affirmative Action	---	---	---
Counseling re modification of assignment	---	---	---
Management of promotional process	---	---	---
Placement	---	---	---
Substitute Services	---	---	---
Personnel files	---	---	---
Monitoring of Certification	---	---	---

<u>CLASSIFIED</u>			
Recruitment	---	---	---
Interviewing	---	---	---
Application processing	---	---	---
Affirmative Action	---	---	---
Counseling re modification of assignment	---	---	---
Management of promotional process	---	---	---
Placement	---	---	---
Substitute Services	---	---	---
Personnel files	---	---	---
Personnel evaluation processing	---	---	---

<u>RECORDS AND PAYROLL</u>			
Data Base Processing & input to computer	---	---	---
Personnel Data reporting & statistics	---	---	---
Salary computation in terms of payroll	---	---	---
Payroll processing	---	---	---
Payroll maintenance	---	---	---
Computation of Employee Benefits	---	---	---

SURVEY OF PERSONNEL DEPARTMENTS - Page two

	<u>YES</u>	<u>NO</u>	<u>N.A.</u>
<u>SALARY ADMINISTRATION</u>			
Salary assignment	—	—	—
Job analysis & evaluation	—	—	—
Professional preparation recording	—	—	—
Contract administration	—	—	—
Class code maintenance	—	—	—
Salary survey data	—	—	—

NEGOTIATIONS

—	—	—
---	---	---

COMMENTS: